Language, Regional Expertise and Culture Management Office (LRECMO)

BG C. Hughes Brief

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Agenda

- *Purpose*
- *Background*
- *Language, Regional Expertise and Culture Enterprise Management Office (LRECEMO) Mission & Key Tasks*
- *Language, Regional Expertise and Culture (LREC) Enterprise Responsibilities/Roles*
- *Recent Initiatives in Language, Regional Expertise and Culture (LREC)*
- *LREC End State Competencies*
- *Career Development*
- *Way Ahead*
- *Guidance*
- *Backup*

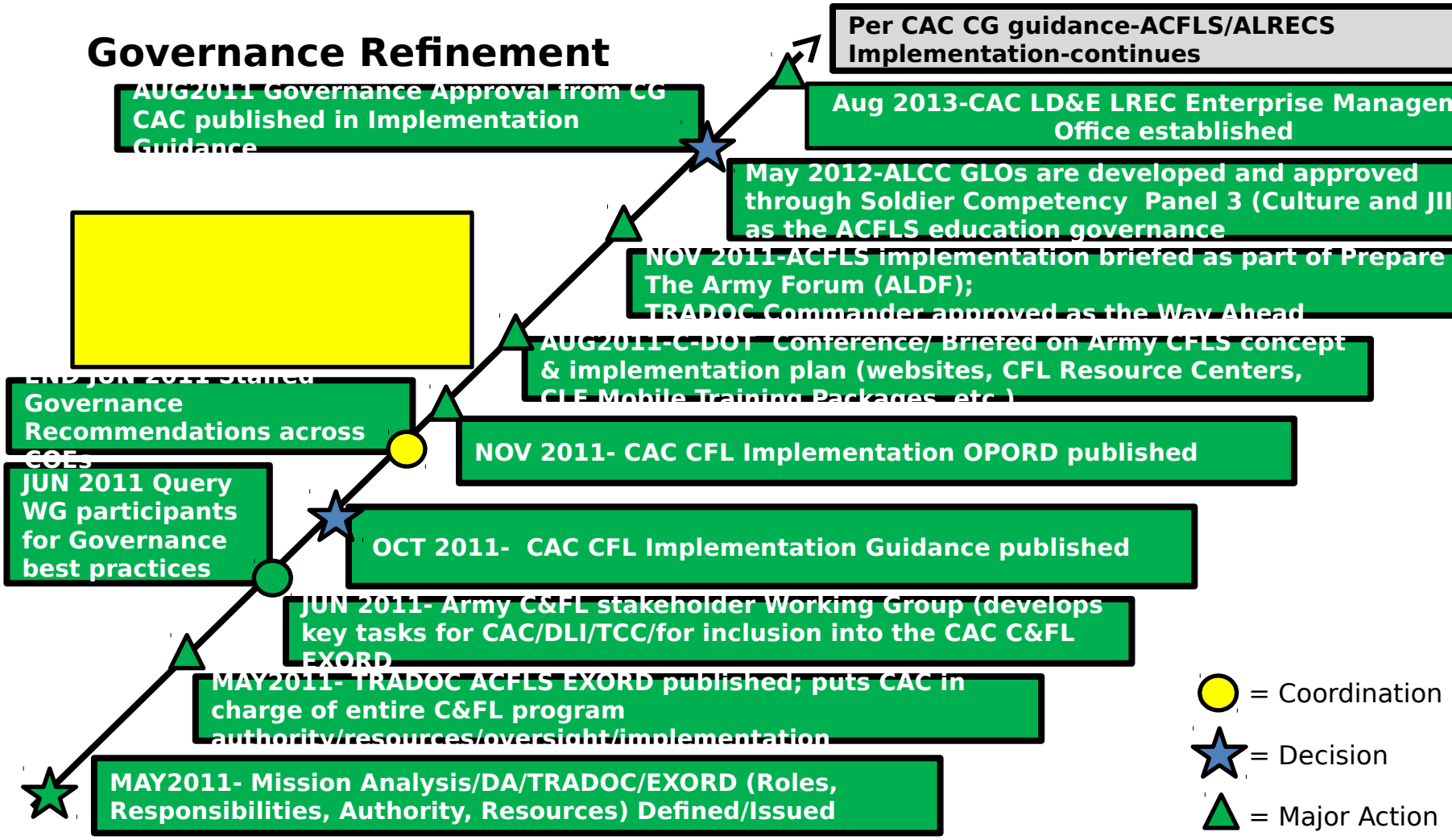
Purpose

- *To provide an overview of Army Language, Regional Expertise and Culture Enterprise assigned tasks and responsibilities*

- *To receive guidance/approval for the way ahead*

Background

Governance Refinement


Per CAC CG guidance-ACFLS/ALRECS Implementation-continues
Aug 2013-CAC LD&E LREC Enterprise Management Office established
May 2012-ALCC GLOs are developed and approved through Soldier Competency Panel 3 (Culture and JIIM) as the ACFLS education governance
NOV 2011-ACFLS implementation briefed as part of Prepare The Army Forum (ALDF);
TRADOC Commander approved as the Way Ahead
AUG2011-C-DOT Conference/ Briefed on Army CFLS concept & implementation plan (websites, CFL Resource Centers, CLE Mobile Training Packages, etc.)
NOV 2011- CAC CFL Implementation OPORD published
OCT 2011- CAC CFL Implementation Guidance published
JUN 2011- Army C&FL stakeholder Working Group (develops key tasks for CAC/DLI/TCC/for inclusion into the CAC C&FL EXORD
MAY2011- TRADOC ACFLS EXORD published; puts CAC in charge of entire C&FL program authority/resources/oversight/implementation
MAY2011- Mission Analysis/DA/TRADOC/EXORD (Roles, Responsibilities, Authority, Resources) Defined/Issued
AUG2011 Governance Approval from CG CAC published in Implementation Guidance
END JUN 2011 Staffed Governance Recommendations across COEs
JUN 2011 Query WG participants for Governance best practices
= Coordination
= Decision
= Major Action
Working
Complete

Language, Regional Expertise and Culture Management Office (LRECMO)

.

- **LRECMO Mission:**
  - *Coordinate, synchronize and integrate Army's LREC capabilities IOT support Generating and Operational Force requirements.*

- **Key Tasks of Office:**
  - *Define TRADOC's internal governance requirements for integration and synchronization*
  - *Represent TRADOC's interest to Army Forums*
  - *Identify LREC requirements for ALDF decision*
  - *Continue work with ALCC to finalize GLOs for PME/LREC*
  - *Coordinate stakeholder input to new strategy (LREC)*
  - *Coordinate and synchronize T&E support for LREC*
  - *QA and validation of requirements*

AMERICA'S ARMY
OUR PROFESSION – STAND STRONG

Language, Regional Expertise/Culture-Roles

Education Office (DLNSEO) (Dr. Michael Nugent/Director/advises the Deputy Assistant Secretary of Defense (Readiness) on policy and programs regarding LREC.
Provides strategic direction and programmatic oversight to the Military Departments, Defense field activities and the Combatant Commands on present and future requirements related to LREC

HQDA G3/5/7 (BG Johnson)

- LREC Policies and Programs
- Lead author for base ALRECS Revision
- Life-long learning assignments
- Lead for ALCE forum

FORSCOM (COL Sylvia)

- Policy and Guidance
- ASRC (Requirements – Training Solutions – Scheduling)
- Regionally Aligned Force (RAF)
- Homestation Training (Learning Products)

TRADOC G3/5/7 (BG Shoffner)

- Provide Policy and Guidance
- DCG -Co-Chair ALCC GLOs **(MG Halverson)**

TRADOC G2

- TRADOC Intelligence Support Activity (TRISA) **(Mr. Philips/SES/Director**
- Army Foreign Language Program **(Mr. Getzin)**

CoEs

- Teach core curricula
- Develop Branch/MOS LOs
- Feedback to Proponent/LRECEMO
- CoE QAO Assessment [ADDI**E**]

Language, Regional Expertise/Culture Management Office (LRECMO)

- Coordinate, integrate, synchronize TRADOC's support (**D**O**T**M**L**PF) to Army LREC Strategy/Implementation Plan
- Coordinate/synchronize Training and Education support for LREC
- Lead Army/TRADOC LREC /ALCC SCP3 Chair (Culture and JIIM) /ALDF Lead Agent
- RAF/ALRFC Staff lead

DLI FLC
Defense Language Institute and Foreign Language Center

Teaches:

- 23 languages at Monterey
- 65 languages at other locations

TCC
TRADOC Culture Center

Develops and Trains:

- Language, Regional Expertise and Culture training to deploying units
- Language, Regional Expertise and Culture material for inclusion in PME

Others

- **University of Foreign Military and Culture Studies (UFMCS)** - one week program that provides tools for approaching plans and operations through a culturally attuned perspective.
- **Human Terrain System (HTS)** – operational application of understanding foreign societies and the human geography of the operational environment
- **J7** – VCATs (virtual cultural awareness trainers)
- **Cultural Knowledge Consortium(CKC)** – Source info on social sciences, operationalize access to expertise supporting units' requirements
- **Foreign Military Studies Office (FMSO)** - Research on unconsidered and understudied topics, regions, issues from the foreign perspective
- **Center for Army Lessons Learned (CALL)** -facilitates rapid adaptation initiatives and conduct focused knowledge sharing and transfer that informs the Army
- **Asymetric Warfare Group (AWG)**- provides operational advisory and Solution Development support globally to the Army and Joint Commanders to enable the defeat of current and emerging threats

Leader Development and Education for Sustained Peace Program (LDESP) (REC Education)

- DL Cultural & Country/ Regional Orientation: 38 DL courses (6 being developed) providing overview of culture, geography, history, economy & security of country/region
- Region Specific Leader Seminars/MTTs/Workshops: POI customized to ASCC mission & Command priorities, based on PMESII –PT framework for each country & COCOM regions

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LREC Initiatives

- ***LRECMO Efforts:***

1. Integrating into the 7th Warfighting Function WG to identify and support the LREC requirements

WG established on 24 FEB 14 /***Way Ahead: To attend the next VTCs on Required Capability Taxonomy activity***

2. LRECMO, ARI and TCC completed the first phase of the ALCC GLOs gap analysis IAW CJSCI 3126.01A

Conducted internal analysis

Currently staffing it with major stakeholders in preparation to the next ALCC WG meeting/***Way Ahead: Brief recommended changes at the next ALCC WG MTG***

3. Representing LD&E and LRECMO in support of RAF TED WG and the HQDA RAF WG

Identified all LREC Stakeholders to WG

Identified all current training and education within the Institutional Domain

Conducted analysis of FORSCOM's RAF Training Requirements /***Way Ahead: Support TRADOC in identifying means to support FORSCOM's LREC Requirements***

4. Aligning Leader Development and Education For Sustained Peace Program (LDESP) with LD&E

The MOU draft is being staffed with TRADOC/CAC LD&E. The approval was received through TRADOC legal channels/***Way Ahead: Gain DC's approval***

5. Support to CGSC:

Supporting Interagency Concept for J499 JIPSE for role playing per request from DJIIMO along with Interagency Chairs (GAAT scenario with focus on Azerbaijan)

Serving on MMAS committee

Conducting guest speaking engagements in CGSOC and across TRADOC (through VTC) on the topics of operational and strategic importance to the U.S.

Advising CGSS/KU for the upcoming international visits/speaking engagements

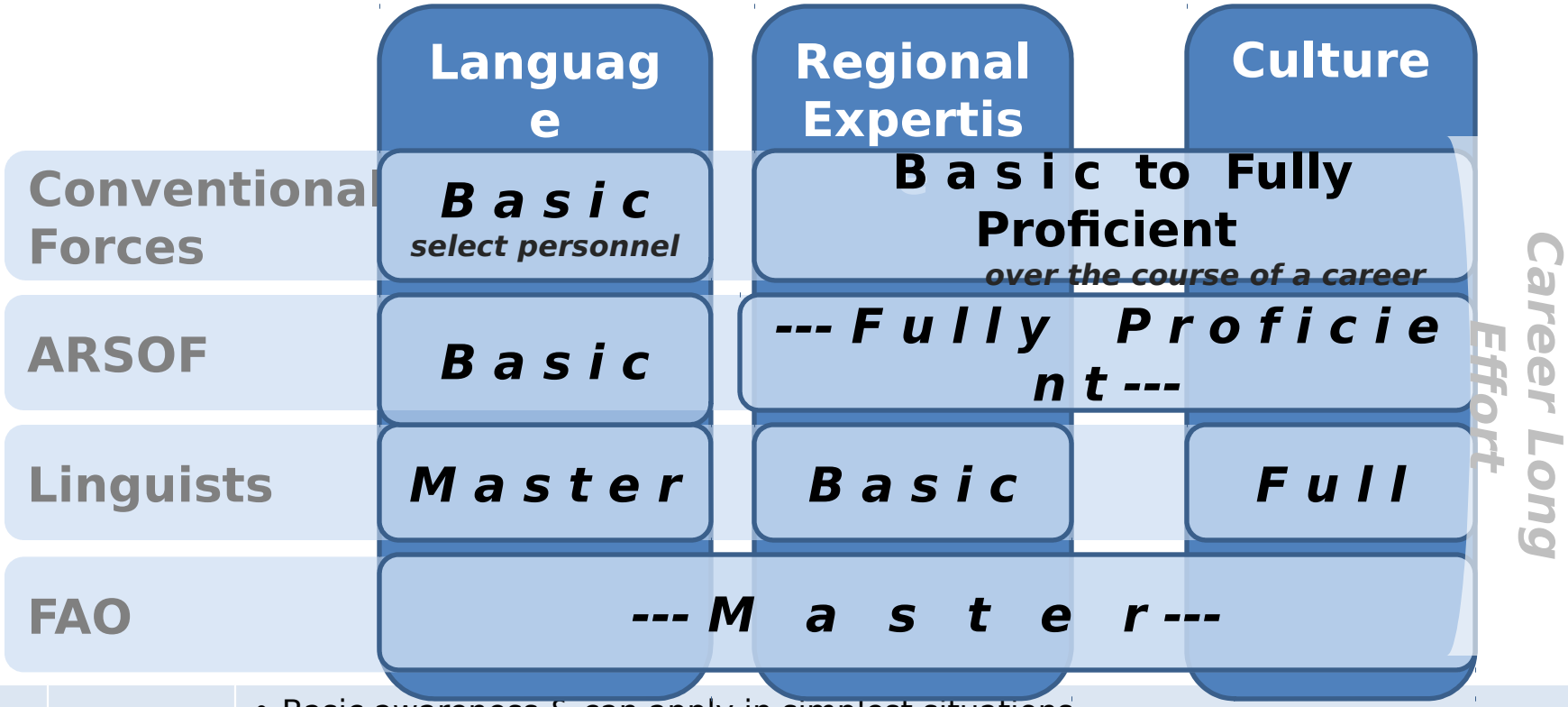
6. Support to CoE:

Assisting Fort Benning in writing their LREC Strategy/reaching out to other CoEs

7. Participating in Army's conferences, seminars/training and education events

1st BCT 1st CD training/education program in support of RAF at Ft Hood, Texas on April7-10

End State Competencies



Outcomes	***Basic***	• Basic awareness & can apply in simplest situations • Individuals still require close & extensive guidance • ILR Standard: 0+ / 0+ ILR Goal: 1 / 1
	Full	• Thorough understanding & can apply in routine & non-routine situations • Can work independently with minimal guidance & direction • ILR Standard: 1+ / 1+ ILR Goal: 2 / 2
	Master	• Extensive depth & breadth of expertise & can apply in highly complex & ambiguous situations across range of disciplines • Acknowledged authority, advisor, and key resource in the organization • ILR Standard: 2 / 2 / 1+ ILR Goal: 3 / 3 / 3 (Ref: CJCSI 3126.01A)

Cross-Cultural and Regional Competencies

- Army Learning Coordination Council establishes general learning outcomes across cohorts to ensure sequential and progressive learning
- TCC/LDESP/DLI develop standardized ***CORE*** lesson plans (a baseline of Cross Cultural Competency (3C)) and Region Specific Knowledge within the general purpose force
- Centers of Excellence/Schools develop specific LREC Branch/MOS learning objectives

Lesson Plans

CoE Coverage

LDE Coverage

USAWC/USASMA

	Stage 1 (Recruit – End IMT)	Stage 2 (End of IMT -7th Year)	Stage 3 (8th Year – 16th Year)	Stage 4 (17th Year and Beyond)
Officer	BOLC	CCC	ILE	SSC
Warrant Officer	WOBC		WOAC	
Enlisted	AIT	WLC	ALC	SLC / SMA
Civilia	TBD			

Character /Presence/Intellect (over the course of a career)

Basic to Fully Proficient (over the course of a career)

Career Development (ALCC GLOs sequentially/progressively across cohorts)

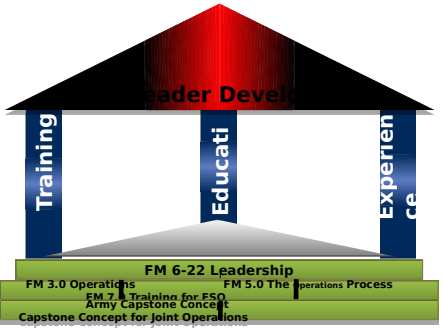
Stage 1 (Recruit – End IMT)	Stage 2 End of IMT -7th Year	Stage 3 8th Year – 16th Year	Stage 4 17th Year and Beyond
• **Inculcate** cultural self-awareness and appreciate the impact of culture on operations. (Presence) • **Recognize** the importance of cross-cultural competency. (Character) • **Describe** the relevance of fundamental cross-cultural skills. (Presence)	• **Implement** knowledge of joint force, interagency, & multinational capabilities/limitations, and legal considerations. (Intellect) • **Apply** cultural considerations when interpreting environment in planning and executing operations. (Character) • **Demonstrate** enhanced cross-cultural	• **Apply** knowledge of joint force, interagency, & multinational, capabilities/limitations, and legal considerations in a specific operational environment. (Intellect) • **Distinguish** cross-cultural competency in planning and executing operations. (Character) • **Apply** enhanced cross-cultural	•**Perform** strategic leadership in a multi-cultural, JIIM environment. (Presence) • **Evaluate** cross-cultural competency in synthesizing strategies, estimates, and campaign plans employing Unified Partners. (Intellect) • I**ntegrate** critical culture elements into all Unified Land Operations. (Intellect) • **Assess** the implications of a unit's

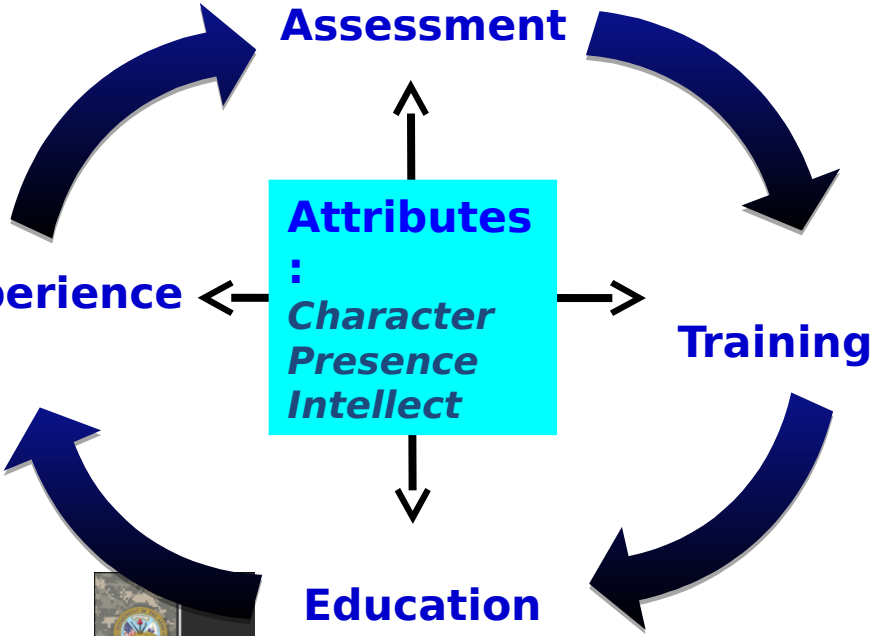
Character /Presence/Intellect (over the course of a career)

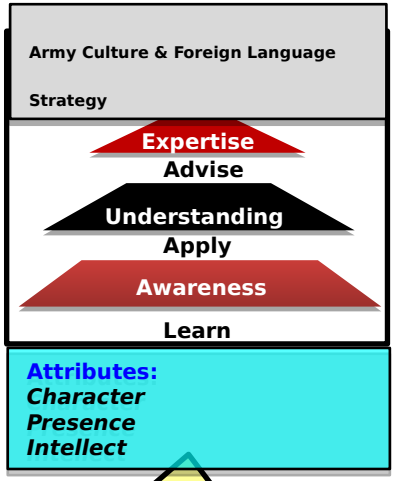
Basic to Fully Proficient (over the course of a career)

Learning Objectives (nested with ALDS/ALC2015)

CHARACTER: Demonstrate interaction and cross-cultural communication skills in order to effectively engage and understand people and their environment.

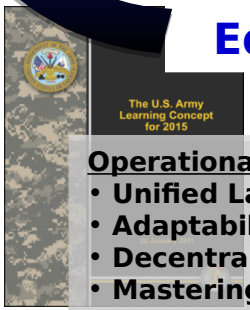






INTELLECT: Demonstrate a familiarization in a geographic region of current operational significance.

21st Century Soldier Competencies:
Character and accountability
Comprehensive fitness
Adaptability and initiative
Lifelong learner
Teamwork and collaboration
Communication and engagement
Critical thinking and problem solving
Cultural and JIIM competence
Tactical and technical competence



Operational Factors:
- **Unified Land Operations**
- **Adaptability**
- **Decentralization**
- **Mastering fundamentals**
- **Culture and Language**
- **Capitalizing on experience**

PRESENCE: Demonstrate communication, influence and negotiation skills essential for leaders to effectively operate in a JIIM environment.

Way Ahead

Governance Refinement

- Per CAC CG guidance-ACFLS/ALRECS Implementation-continues
- August/September 2014-Visit to CoEs/Schools to assess ACFLS/ALRECS implementation
- AUG2014- Approval from CG CAC/TRADOC Commander the way ahead
- August - Brief LREC implementation at the next C-DOT/ ALDF
- Developing QAO standard to evaluate CoE compliance with ALCC approved GLOs- ongoing
- ALCC GLOs gap analysis based on CJCSI 3126.01A LREC Competencies- ongoing
- *Continue coordinating and synchronizing T&E support for LREC/RAF -ongoing*
- Staff Governance Recommendations across CoEs
- Query WG participants for Governance best practices
- Monitor/assess through ALCC process as the ACFLS education implementation governance- continuous
- May 2014-Assigning LREC POCs at CoEs/Schools
- April/May 2014-Establishing LRECEMO LREC WG
- April 2014-Identify FRAGO key tasks to CAC CFL Implementation OPORD /CFL Implementation Guidance

= Coordination
= Decision
= Major Action

Working

Complete

LREC Update

Guidance

LREC Update

BACKUP

Army Leader Development Str

LREC Expectations

	LT	CPT	MAJ	LTC	COL
Training	• Competent in extending influence across cultural boundaries • Uses rudimentary foreign language skills • Achieved through Rosetta Stone online training	• Competent in cross-cultural influence • Elementary language proficiency; able to satisfy minimum operational requirements • Achieved through self development and home station	• Competent coordinator and collaborator across JIIM organizations • Elementary language proficiency; can initiate and maintain conversation • Achieved through self development and home station	• Competent in coordinating across JIIM entities at the national strategic level • Elementary language proficiency; can initiate and maintain conversation • Achieved through self development and home station	• Competent in coordinating across JIIM entities at the geo-political level • Elementary language proficiency; can initiate and maintain conversation • Achieved through self development and home station
Education	• Understands influence of culture and the fundamentals of mission command and what is expected of individual initiative	• Develop a "culture of engagement" • Achieved through additional academic support • Advanced culture, language & information skills • Achieved through additional academic support, self development, and home station	• Displays judgment and agility in planning tactical operations in JIIM context • Achieved through combination of military experience and professional military education	• Judgment and innovation in application of design principles to operational art in JIIM context • Develops and maintains insight regarding geo-political environment • Achieved through additional education	• Judgment and innovation in application of design principles to military art at the strategic and geopolitical levels in a JIIM context
Experience	• Confident in JIIM capabilities in small unit operations • Achieved through multiple tours and additional training	• Confident of JIIM capabilities at the operational level • Understands how to apply JIIM capabilities	• Demonstrates mastery of FSO and ability to leverage JIIM capabilities to achieve operational objectives	• Confident operating in a JIIM environment	• Applies culture, language, and information thru actions, words and pictures
Desired End-state		• Confident in cultural and foreign language skills • Achieved	• Confident of cultural, language and information skills • Achieved	• Expert at applying culture, language and information • Achieved	• Applies culture, language, and information through interpersonal skills and being culturally astute within other

LREC Expectations

	WO/CW2	CW3	CW4	CW5	
Training	• Cultural and Language awareness attained on basic level • Achieved through institutional, self development and home station training	• Technical/tactical systems competence in FSO in JIIM environment • Cultural understanding attained • Achieved through additional training • Basic language awareness • Achieved through additional self development	• Rapidly determine innovative, adaptive solutions to address complex, ambiguous problem in a JIIM environment	• Understands JIIM complexity across cultures and uncertain coalitions	
Education	• Enhanced awareness of Cultural, Language, and Information effects on indigenous populations • Develops creative and critical thinking skills to solve complex problems	• Comprehend systems integration & management role in JIIM environment • Develop knowledge of culture, language, and information • Achieved through institution, self development and home station	• Tactical/Operational art understanding in JIIM environment • Culture, language, and information • Achieved through institution, self development and home station • Attendance at foreign and sister service school exchange program	• Complex international, multi-cultural ethical dilemmas • Achieved through self development and home station • Culture, language, and information skills development • Achieved through self development	
Experience	• Actual and Virtual experience • Achieved through	• Continued Actual and Virtual experience	• Interagency exchange • International Officer	• Master systems integrator, manager, & advisor at BCT in JIIM operational	

LREC Expectations

	CPL/SGT	SSG	SFC	MSG/1SG	SGM/CSM
Training	• Achieved through common core training to obtain TRADOC required Cultural Awareness level	• Know how to integrate available JIIM capabilities into mission	• Common core training with continuing self development, encouraging additional CA and FL training		
Education	• Understand the importance of culture and language and their impact on tactical operations	• Agile enough to move effectively through other cultures • Achieved through institution, self development, and home station	Continue common core training and self development, with academic support, encouraging additional CA and FL training		
Experience	• Actual and Virtual experience • Achieved through deployments, role play scenarios, simulations, virtual reality…	• Able to employ JIIM capabilities in support of tactical mission	• Continued actual and virtual experience • Achieved through deployments, role play scenarios, simulations, virtual reality…		• Coordinate and synchronize combined arms ops with allied and coalition forces

Language, Regional Expertise/Cultur Program

Objectives

End states: 1) Soldiers, leaders and units with LREC competencies to prevail in Unified Land Operations with any combination of partners and allies.
2) Army culture which embraces the value of LREC and the requirement of career long development and sustainment of LREC competencies and capabilities as essential components of individual and unit readiness.

Concept: To build LREC competencies and improve how units leverage LREC capabilities to effectively operate in the 21st century operational environment

Result: An Army with improved LREC competencies and capabilities to effectively operate in the 21st century

Concept

WHAT: **WHEN:**

- Current Strategy approved by CSA (Dec 09)
- HQDA CFL Pre-deployment Training Standards EXORD (Jul 10)
- HQDA, TRADOC, CAC ACFLS EXORD (Jan 11, May 11, Nov 11)
- CAC CFL Implementation Guidance published (Oct 11) (Complete)
- CFLP Briefed at CDOT/ALDF (Nov 11)
- 3C Lesson plans development (TCC, CFLAs, CAC CFLMO) (Feb 12)
- Decision to eliminate stand alone Culture QAO Standard (Mar 13)
- Decision terminate ACFLA contracts extending into FY14 (Mar13)
- Monitor through ALCC process as the ACFLS implementation governance (Continuous)
- ALCC GLOs gap analysis based on CJCSI 3126.01A LREC

Resources

ACFL Program to implement the strategy was validated in POM15-19, but only part of the program was identified as critical and funded. The draft strategy includes resource requirements for leveraging all three learning domains to build the Army's LREC competencies in support of RAF

Requirements:

$M

Type	FY14	FY15	FY16	FY17
POM15-19 Validated	7.615	4.507	4.667	4.759
POM16-20 Requested	N/A	N/A	4.667	4.759
Type	**FY18**	**FY19**	**FY20**	
POM15-19 Validated	4.851	4.944	N/A	
POM16-20 Requested	4.851	4.944	5.038	

Policy & Issues

1. Policies and processes that align training, education, and experiential learning to prepare Soldiers, leaders and units by developing LREC competencies and capabilities across the institutional, operational, and self-development learning domains.
2. Critical processes are strategy integration and assessments. The Army must leverage existing governance forums (Army Leader Development Forum (ALDF), Training General Officer Steering Committee (TGOSC), Training Integration Forum (TIF), Army Language and Culture Enterprise (ALCE), and Army Learning Coordination Council (ALCC)) to coordinate and manage the implementation of the Army LREC Strategy.

Blended LREC Enterprise

TCC (Culture Training)

- TRADOC's TD Proponent for Culture
- Offerings include training and education on cross-cultural competency (3C) and region specific knowledge for Soldiers
- Training delivered through face-to-face instruction or DL
- Supplemental resources (smart books, smart cards) and learning content available through a CAC enabled portal
- Develops VCAT DL ICW Joint Staff J7/JKO

LDESP (REC Education)

- DL Cultural & Country Regional Orientation: 38 DL courses (6 being developed) providing overview of culture, geography, history, economy & security of country/region
- Region Specific Leader Seminars/MTTs/Workshops: POI customized to ASCC mission & Command priorities, based on PMESII –PT framework for each country & CCMD regions

DLI (Language)

- HEADSTART2 – provides 80 to 100 hrs of instruction on language-specific pronunciation guides, cultural familiarization and orientation modules
- RAPPORT – provides 6 to 8 hrs of language and culture pre-deployment training in Dari, Pashto, Iraqi, Swahili, Hausa, Portuguese, French, Modern Standard Arabic, and Korean
- DL Cultural Orientation - offers interactive materials and pertinent language IRT religion, traditions, family life and differences in the lifestyle
- DL Countries in Perspective – provides a country profile containing basic facts on Geography, History, Economy, Society and Security

Others

- **UFMCS** – one week program that provides tools for approaching plans and operations through a culturally attuned perspective.
- **HTS** – operational application of understanding foreign societies and the human geography of the operational environment
- **J7** – VCATs (virtual cultural awareness trainers)
- **CKC** – Source info on social sciences, operationalize access to expertise supporting units' requirements
- **FMSO** - Research on unconsidered and understudied topics, regions, issues from the foreign perspective
- **CALL** -facilitates rapid adaptation initiatives and conduct focused knowledge sharing and transfer that informs the Army
- **AWG**- provides operational advisory and Solution Development support globally to the Army and Joint Commanders to enable the defeat of current and

Issues

- Capturing TD costs for emerging LREC requirement
- Deconflicting enabler support to units – Who is the lead for coordinating TRADOC support to ensure the right mission goes to the right enterprise agent, instead of to the loudest voice
- Expectation management on product turn around for emerging requirements and constrained resources
- How does TRADOC capture the TD load for developing VCAT products

Blended LREC Training Approach

Description - Combines Distributed Learning PORs, web-based access to TSPs, MTT training in units, access to TRADOC functional courses/CALL and AWG Reports/socio-cultural KM repositories. A network of LREC enablers that can be brought to bear against a given unit's training requirements.

Enablers – DLIFLC (LTDs, BLTS, VTT, Rapport, Headstart2), JKO VCAT, TDC/DTMS, TCC CAC enabled learning content portal, TCC MTT program, Cultural Knowledge Consortium, University of Foreign Military and Culture Studies, Human Terrain System, LDESP, CALL, AWG.

Benefit – Efficient and effective; replicates PDT Best Practices from OIF and OEF; DL delivers foundational knowledge and sets the conditions for hands-on, practical and performance oriented unit training designed to change a Soldier's behavior. Units additionally have research access to a global network of LREC SMEs and Lessons Learned.

Risk – Units must be sensitized to a multitude of programs and seize the initiative to leverage these LREC enablers; participation will likely be uneven across formations; planning/scheduling may be problematic for unit staffs.

Cost – Medium cost; must leverage existing PORs; MTTs will be fee-for-service (reimbursable).

POINTS OF CONTACT

- **TCC**- https://ikn.army.mil/CultureCenter MTT POC : 520-533-5225
- **DLI FLC-** *www.dliflc.edu* *913- 684-7362*
- ***LDESP-*** www.ldesp.org 831-238-1455
- **UFMCS -** http://usacac.army.mil/cac2/UFMCS/ Ops Off: 913-684-3857
- **HTS –** http://humanterrainsystem.army.mil/ 913-684- 7761
- **J7 -** https://jkodirect.jten.mil 757-203-7481
- **CKC -** *https://www.culturalknowledge.org Director: 913-684-5963*
- **FMSO -** http://fmso.leavenworth.army.mil/ Director: 931-684-5958
- **CALL –** http;//call.army.mil SFA Senior Mil Analyst: 913-684-9518
- **AWG -** http://www.awg.army.mil/index.html Plans OFF: 301- 833-5154

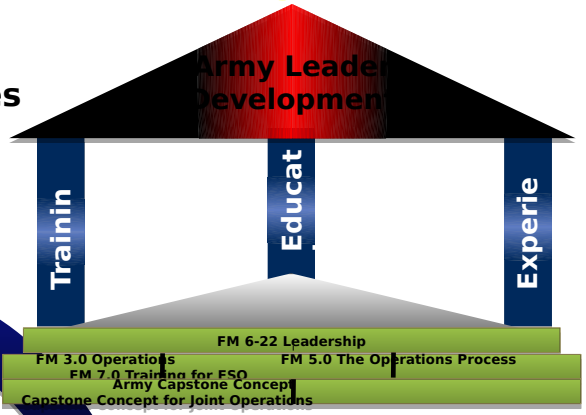
Army LREC Program

Expected Outcome: A comprehensive and balanced strategy that reflects best practices and is informed by emerging requirements for Foreign Language Proficiency, Regional Expertise & Cultural Capability that supports Army 2020 force structure / mission and "Future Force ARFORGEN

Assessment

Self-Assessment
- Current military experiences
- Follow-on assignment
- Educational background
- Learning style

Self-awareness



Learning

- Situational Training
- Dilemma Exercises
- Key Leader Engagements

ALREC expectations: Emphasis on cultural awareness and understanding; less on language proficiency

Experience

"What to do"

Translate trained skills into actions

"How to think"

Training

Skills Development
- Embedded in Army / functional tasks
- Doctrinal understanding
- Elemental language proficiency (Level 0+ / 1)

Education

Situational Application
- Analytical understanding of environment
- Critical thinking / problem-solving
- Cultural / geo-political / JIIM awareness

CAC Visit us at usacac.army.mil

Example of Captains Career Course (CCC)

Learning Objectives 1 (Character)

- Assess cultural perspectives and values different from one's own; compare differences and sensitivities in order to modify one's behavior, practices and language, and operate in a multi-cultural environment
  - Cross-cultural skills building
  - Cultural influence and military operations
  - ISD briefs "Know Your World"
- Apply cross-cultural communication skills
  - Army 360 Cultural Trainer

Learning Objectives 2 (Presence)

- Develop communication skills that enable effective cross-cultural persuasion, negotiation, conflict resolution or influence
  - Local University media training
  - Cross-cultural negotiations
- Apply communications skills during cross-cultural negotiations
  - Role-play exercises
  - Key Leader Engagement exercise
- Develop confidence in learning and applying language skills
  - Introduction to a language through

- Prescriptive [P]
- Reinforced / Integrated [R/I]
- Professional Development [PD] – optional

Learning Objective 3 (Intellect)

- Apply culturally relevant terms, factors, concepts and regional information in the development of mission plans and orders
  - Insurgency overview and theory
  - Pattern and social network analysis and PE
  - COIN IPB and planning
- Assess and describe the effect that culture has on military operations specific to countries or regions of operational significance to the US
  - SWOT analysis country brief
  - Writing requirement: Analytical paper
  - Analytical paper presentation / discussion
  - CoE CFLP Lecture Series
  - Professional reading program

Army Language, Regional Expertise and Culture Strategy (ALRECS)

Outline

- ***Organizations:*** REC proponent: Supporting training, education, and operational requirements (DLI, TCC, LDESP, Army Language Program, Academia, Pre-commissioning, and In Region Programs)
- ***Training:*** Individual and collective (Soldiers, Leaders, and Units); Accurate replication of the OE in the Integrated Training Environment; Implemented across the three learning domains
- ***Materiel:*** Automated Translators; TADSS; Knowledge Management Programs
- ***Leadership & Education:*** Sequential and Progressive PME across all cohorts; Advanced schooling and other broadening opportunities
- ***Personnel:*** Resource language incentive pay; Develop LREC ASI and assignment policy for linguists, Intel Analysis, ARSOF, and FAO ISO regional alignment; Recruit personnel with LREC capabilities/attributes

Facilities: Solutions to support building, sustaining and executing LREC

Strategy Integrations:

- **The ALCE** is the governance to assess current and emerging LREC requirements across the DOTMLPF domain.

- **LREC DOTMLPF** decision requirements are executed through the ALDF, TIF or TGOSC respectively.

- **ALCC Soldier Competency Panel 3 (Culture and JIIM)** is Educational Governance for sequential and progressive learning across all Cohorts